2013-14 College Goals and Targets Report:
Guttman Community College

**Goal 1: Raise Academic Quality**

**Objective 1: Strengthen college priority programs and continuously update program mix**

<table>
<thead>
<tr>
<th>1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1.1.01 - Colleges will report Middle States accreditation activity and status for the current year, including any public statements by Middle States</td>
</tr>
<tr>
<td>Expected Activities: Report status</td>
</tr>
<tr>
<td>• 1.1.02 - Colleges will report on professional accreditation activity for the current year, including any change in status</td>
</tr>
<tr>
<td>Expected Activities: Not applicable</td>
</tr>
<tr>
<td>• 1.1.03 - Colleges will submit updated professional accreditation information (template to be provided)</td>
</tr>
<tr>
<td>Expected Activities: Not applicable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.2 Colleges will improve the use of program reviews to shape academic decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1.2.01 - Colleges will submit a program review calendar indicating schedule of self-study, external review, and/or first year implementation of recommendations for all programs not otherwise separately accredited; to be updated each year</td>
</tr>
<tr>
<td>Expected Activities: Provide calendar</td>
</tr>
<tr>
<td>• 1.2.02 - Colleges will submit documentation for a recently completed departmental program review (self-study, external review report, summary of recommendations, and resulting actions by the college)</td>
</tr>
<tr>
<td>Expected Activities: Not applicable</td>
</tr>
<tr>
<td>Following the graduation of our first cohort and subject to capacity, we project starting program reviews in 2015-2016.</td>
</tr>
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<table>
<thead>
<tr>
<th>1.3 Colleges will use technology to enrich courses and improve teaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1.3.01 - Percentage of instructional FTEs delivered partially or totally online</td>
</tr>
</tbody>
</table>
| Year-End Value: 5.3%  
College target: 3.5% |
| Expected Activities: 3.5% is an estimate. College will increase hybrid offerings by 1 to 2 courses. However, we will be offering more courses, overall, as we phase in the programs of study. Therefore, the percentage of hybrid FTEs out of total FTEs will decrease slightly. |

| • 1.3.02 - Number of hybrid courses developed and implemented |
| College target: 1 to 2 |
| Expected Activities: 1 to 2 courses hybrid courses will be piloted to students in spring 2014. |

| • 1.3.03 - Percentage of first year students who have begun to develop an ePortfolio |
| Year-End Value: 100%  
College target: 100% |

| • 1.3.04 - Percentage of students who demonstrate and reflect on their learning through ePortfolios |
| College target: 95% |
| Expected Activities: Establish baseline. Faculty will review and assessment student ePortfolio samples for evidence of work artifacts and student reflections. |

| • 1.3.05 - Percentage of students who use ePortfolios to increase awareness of their growth and development as learners |
| College target: 70% |
| Expected Activities: Establish baseline of students who will agree or strongly agree that using ePortfolio has allowed them to be more aware of their growth and development as a learner. Data will be collected from the administration of a C2L Connect to Learning survey. |
## 2013-14 College Goals and Targets Report:

**Goal 1: Raise Academic Quality**

### Objective 1: Strengthen college priority programs and continuously update program mix

- **1.3.06 - Percentage of students who think that LibGuides were useful resources in their contribution to research or other course projects.**
  - **College target: 60%**
  - Expected Activities: Establish baseline of students who will affirm that LibGuides were useful resources that contributed to research other course projects.
  - Data will be collected from the administration of a CCSSE survey.

- **1.3.07 - Percentage of faculty who incorporate instructional technology into teaching, learning, and assessment practices**
  - **College target: 90%**
  - Expected Activities: 90% of faculty will provide examples of how they incorporate technology into their instruction.
  - Data will be collected from an annual faculty/staff scholarship, instruction, and professional development profile.

- **1.3.08 - Percentage of faculty and staff who indicate technology-related professional development made a positive impact on teaching, learning, and assessment practices.**
  - **College target: 80%**
  - Expected Activities: 80% of faculty and staff will affirm the positive impact of technology-related professional development on teaching, learning, and assessment practices.
  - Data will be collected from an annual faculty/staff scholarship, instruction, and professional development profile and/or brief survey administered after each workshop.

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship, and creative activity

#### 2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers

- **2.1.01 - Colleges will provide evidence that investments in faculty hiring and development align with college strategic plan and mission**
  - Expected Activities: Guttman will conduct searches for 11 full-time tenure track positions with appointments to begin in FY 2015, including a position in the humanities with expertise in academic technology

#### > Increase support for professional development and academic conferences

- **2.1.02 - % of full-time faculty who present at academic conferences**
  - **College target: 30%**
  - Year-End Value: ?

#### > Increase support for professional development and academic conferences

- **2.1.03 - % of full-time faculty who attend professional development off-campus or on-site**
  - **College target: 100%**
  - Year-End Value: ?

#### 2.2 Colleges will increase research capacity and research productivity, including for pedagogical research

- **2.2.01 - Colleges will report faculty scholarship and creative activity (OIRA will compute average pieces of scholarship per full-time faculty member)**
  - **College target: 0.5**
  - Year-End Value: 0.5

#### > Increase faculty research/scholarship

- **2.2.02 - % of faculty with grants**
  - **College target: 10%**

#### 2.3 Instruction by full-time faculty will increase incrementally

- **2.3.01 - Percentage of instructional FTEs in undergraduate courses delivered by full-time faculty**
  - **College target: 70-75%**
  - (Preliminary estimate)
  - Year-End Value: 75%

Expected Activities: Establish baseline

70-75% is a preliminary estimate to establish a baseline. 2013-2014 is the first year for which Guttman is offering courses in the program of study. Guttman does not have trend data from which to set a reliable target.
2013-14 College Goals and Targets Report:

Goal 1: Raise Academic Quality

**Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship, and creative activity**

- 2.3.02 - Annual mean teaching hours of veteran full-time faculty
  
  Expected Activities: Establish baseline
  
  Gutman only has one faculty member who meets the criteria to be considered a "veteran" full-time faculty.

2.4 Colleges will recruit and retain a diverse faculty and staff

- 2.4.01 - Faculty and staff diversity and affirmative action reports (prepared by OHRM)

Goal 2: Improve Student Success

**Objective 3: Ensure that all students receive a quality general education and effective instruction**

3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses

- 3.1.03 - Pass rates in reading on exit from remediation (assoc.)
  
  Year-End Value: 51% (preliminary)
  
  College target: NA
  
  Expected Activities: Not applicable. Gutman does not offer remedial courses.

- 3.1.04 - Pass rates in writing on exit from remediation (assoc.)
  
  Year-End Value: 63% (preliminary)
  
  College target: NA
  
  Expected Activities: Not applicable. Gutman does not offer remedial courses.

- 3.1.05 - Pass rates in math on exit from remediation (assoc.)
  
  Year-End Value: 31% (preliminary)
  
  College target: NA
  
  Expected Activities: Not applicable. Gutman does not offer remedial courses.

- 3.1.06 - Percentage of students skills proficient by the 30th credit (of those not initially proficient) (assoc.)
  
  Expected Activities: Establish baseline
  
  Gutman does not have trend data from which to set a reliable target.

- 3.1.07 - USIP participation rate of entering freshman and transfers with initial remedial need
  
  Expected Activities: Not applicable. Gutman does not offer University Skills Immersion Program,

3.2 Colleges will improve student academic performance, particularly in the first 60 credits of study

- 3.2.01 - Percentage of students passing freshman composition with a C or better
  
  Year-End Value: 55%
  
  College target: 70%
  
  Expected Activities: Establish baseline from composition offered in spring
  
  For first year students, freshman composition is only offered in the spring semester. Fall-only data (typically used for the PMP) would skew results by only representing students who did not pass composition during the first spring and had to retake it during their second fall semester.

- 3.2.02 - Percentage of students passing gateway math courses with C or better
  
  Year-End Value: 50%
  
  College target: 55%
  
  Expected Activities: Establish baseline from Statistics (offered in fall for students who demonstrated math proficiency upon entry) and Statistics B (offered in spring for students who did not demonstrate math proficiency upon entry)
  
  For first year students, Statistics B (the second of a two semester course for students who did not demonstrate math proficiency upon entry) is offered in the spring semester. Fall-only data (typically used for the PMP) would skew results by only representing students who did not pass Statistics B during the first spring and had to retake it during their second fall semester.

- 3.2.03 - Institutional value-added as measured by the CLA
  
  Gutman's first administration of the CLA will be 2014-2015.
2013-14 College Goals and Targets Report:

Goal 2: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

3.3 Colleges will reduce performance gaps among students from underrepresented groups

- 3.3.01b - One-year retention rate gap between under-represented minorities and non-under-represented minorities (assoc.)
  
  Expected Activities: Maintain small gaps in retention rates between URM and non-URM
  Gutman does not have trend data from which to set a reliable target. Fall 2013 will mark Guttman's first one-year retention rate.

  Year-End Value: -0.01

  > College will reduce performance gaps in gender among students

  - 3.3.02 - Differences in retention rates by gender

  Expected Activities: Maintain small gaps in retention rates between men and women
  Gutman does not have trend data from which to set a reliable target. Fall 2013 will mark Guttman's first one-year retention rate.

  Year-End Value: 4.1

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

4.1 Colleges will facilitate students' timely progress toward degree completion

- 4.1.01 - Percentage of freshmen and transfers taking one or more courses the summer after entry
  
  College target: 66%
  
  Expected Activities: Establish baseline
  College will report on percentage of fall cohort who enroll in spring-2 credit-bearing courses.

- 4.1.03b - Ratio of undergraduate FTEs to headcount (assoc.)

  Expected Activities: Establish baseline
  Gutman does not have trend data from which to set a reliable target. Fall 2013 will mark the rollout of the first program-of-study courses and possible part-time enrollment for second year students.

  Year-End Value: 1.25

- 4.1.04 - Percentage of freshmen who completed freshman composition within 2 years of entry (assoc.)

  Expected Activities: Not applicable
  Alternate target added

- 4.1.05 - Percentage of freshmen who completed gateway math within 2 years of entry (assoc.)

  Expected Activities: Not applicable
  Alternate target added

  > Students will make timely progress in their first year

  - 4.1.06 - Average number of credits earned v. attempted in first twelve months (Percentage of credits earned of those attempted)

  Expected Activities: Establish baseline
  Gutman does not have trend data from which to set a reliable target. We will set a baseline with the data collected after our first 12 months.

  Year-End Value: 0.82

- 4.1.07 - % of first year students who earn 30 credits by the end of their first academic year

  Expected Activities: Establish baseline
  Gutman does not have trend data from which to set a reliable target. We will set a baseline with the data collected after completion of our first spring-2 semester.

  Year-End Value: 20%

4.2 Retention rates will increase progressively

- 4.2.01b - One-year retention rate of full-time, first-time freshmen (assoc.)

  Expected Activities: Establish baseline

  Long term target: 75%
  (preliminary estimate)
Goal 2: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

- 4.2.02b - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, assoc.)
  Expected Activities: Set baseline

  > Fall-to-Spring retention rate for first-time, full-time students will remain high
  - 4.2.04 - Fall-to-Spring retention rate for first-year students
    Year-End Value: 92%  College target: 92%

4.3 Graduation rates will increase progressively in associate, baccalaureate, and master’s programs

- 4.3.01b - Four-year graduation rate of full-time, first-time freshmen (assoc.)
  Expected Activities: Not applicable

- 4.3.02b - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, assoc.)
  Expected Activities: Not applicable

Objective 5: Improve post-graduate outcomes

5.2 Job and education rates for graduates will increase

- 5.2.02 - 6-month job and education placement rate (assoc.)
  Expected Activities: Not applicable

  > Increase use of e-portfolio to demonstrate career readiness
  - 5.2.03 - Percentage of students who will use ePortfolios to show what they've learned to potential employers or professors at other colleges
    College target: 75%

Expected Activities: Establish baseline of students who will agree or strongly agree that they will use ePortfolio to show what they've learned and what they can do to potential employers or professors at other colleges. Data will be collected from the administration of a C2L Connect to Learning survey.

Objective 6: Improve the quality of campus life and student and academic support services

6.1 Colleges will improve the quality of student life and campus climate.

- 6.1.01 - Colleges will present evidence of improved quality of life and campus climate
  Year-End Value: Refer to 6.1.02 to 6.1.05
  Expected Activities: Refer to 6.1.02 to 6.1.05

- 6.1.02 - Campus Climate (Noel-Levitz scale)
  Year-End Value: 5.66 (on a scale of 1-7)
  College target: off year
  Expected Activities: Maintain high level of satisfaction set in baseline

- 6.1.03 - Responsiveness to Diverse Populations (Noel-Levitz scale)
  Year-End Value: 5.35 (on a scale of 1-7)
  College target: off year
  Expected Activities: Maintain high level of satisfaction set in baseline

- 6.1.04 - Safety and Security (Noel-Levitz scale)
  Year-End Value: 5.33 (on a scale of 1-7)
  College target: off year
  Expected Activities: Maintain high level of satisfaction set in baseline
### 2013-14 College Goals and Targets Report:

#### Goal 2: Improve Student Success

**Objective 6: Improve the quality of campus life and student and academic support services**

- **6.1.05 - Student Centeredness (Noel-Levitz scale)**
  
  | Year-End Value: 5.78 (on a scale of 1-7) | College target: off year |
  |
  Expected Activities: Maintain high level of satisfaction set in baseline

- **6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.**

  - **6.2.01 - Colleges will present evidence of improved quality and satisfaction with student, academic, and technological support services**
    
    | Year-End Value: Refer to 6.2.02 to 6.2.05 | Expected Activities: Refer to 6.2.02 to 6.2.05 |
    |
  
  - **6.2.02 - Academic Advising Effectiveness (Noel-Levitz scale)**
    
    | Year-End Value: 6.00 (on a scale of 1-7) | College target: off year |
    |
    Expected Activities: Maintain high level of satisfaction set in baseline

  - **6.2.03 - Campus Support Services (Noel-Levitz scale)**
    
    | Year-End Value: 5.21 (on a scale of 1-7) | College target: off year |
    |
    Expected Activities: Maintain high level of satisfaction set in baseline

  - **6.2.04 - Concern for the Individual (Noel-Levitz scale)**
    
    | Year-End Value: 5.96 (on a scale of 1-7) | College target: off year |
    |
    Expected Activities: Maintain high level of satisfaction set in baseline

  - **6.2.05 - Academic Services (Noel-Levitz scale)**
    
    | Year-End Value: 5.77 (on a scale of 1-7) | College target: off year |
    |
    Expected Activities: Maintain high level of satisfaction set in baseline

  - **6.2.06 - Percentage of degree students using DegreeWorks for degree audit**
    
    | College target: 50-60% |

#### Goal 3: Enhance Financial and Management Effectiveness

**Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

- **7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise**

  - **7.1.01 - Percentage difference between target and actual FTEs**
    
    | College target: +/-5% |
    |
  
  - **7.1.02 - FTE enrollment**
    
    | Year-End Value: 362.4 | College target: 540 +/- 5% |
    |
  
  - **7.1.03 - Total headcount**
    
    | Year-End Value: 289 | College target: 517 +/- 5% |
    |

- **7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges**

  - **7.2.01 - Colleges will report on outcomes related to efforts to establish, update or grow joint degree programs**
    
    | Expected Activities: Provide brief report |
2013-14 College Goals and Targets Report:

**Goal 3: Enhance Financial and Management Effectiveness**

**Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

- 7.2.02 - Colleges will report on outcomes related to articulation agreements (transfer under existing agreements, establishment of new agreements)
  - Expected Activities: Provide brief report

**7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college’s mission**

- 7.3.01 - Percentage of College Now enrollment targets achieved
  - Expected Activities: Establish baseline for initiation of College Focus program for approximately 50

- 7.3.02 - Colleges will provide data to demonstrate how ACE programs are aligned with institutional priorities

**Objective 8: Increase revenues and decrease expenses**

**8.1 Colleges will increase revenues**

- 8.1.01 - Alumni-corporate fundraising (voluntary support) 3-yr weighted rolling average
  - Expected Activities: Not applicable

- 8.1.02 - Revenue (degree-credit) as a percentage of target
  - Year-End Value: 93%

- 8.1.03 - Grants and contracts 3-yr weighted rolling average
  - Expected Activities: Not applicable
  - College target: Refer to 8.6.02

- 8.1.04 - Alternative revenue sources 3-yr weighted rolling average
  - Expected Activities: Not applicable

  > College will pursue grants/contract awards
  
  - 8.1.05 - Grants and contracts - annual
    - Year-End Value: $935,023
    - College target: $500,000
    - Expected Activities: Guttman will raise $500,000 in each of the next two years.

  > Contract with a development professional

  - College target: 1
    - Expected Activities: Provide brief report

  > Convene a development advisory board
    - Expected Activities: Provide brief report

  > College will pursue grants/contract awards
  
  - 8.1.08 - Grants and contracts - annual
    - Year-End Value: $935,023
    - College target: $500,000
    - Expected Activities: Guttman will raise $500,000 in each of the next two years.

**8.2 Colleges will prioritize spending for student academic and support services**

- 8.2.01 - Spending of technology fee as a percentage of technology fee revenue
  - College target: 95%

  - Expected Activities: Set baseline

- 8.2.02 - Spending on student services as a percentage of tax-levy budget
  - Expected Activities: Set baseline
## 2013-14 College Goals and Targets Report:

### Goal 3: Enhance Financial and Management Effectiveness

#### Objective 8: Increase revenues and decrease expenses

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.2.03</td>
<td>Spending on instruction and departmental research as a percentage of tax-levy budget</td>
</tr>
</tbody>
</table>

- **Expected Activities:** Set baseline

### Objective 9: Improve administrative services

#### 9.1 Colleges will improve the delivery of administrative services to students

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1.01</td>
<td>Colleges will present evidence of improved student satisfaction with nonacademic administrative support services</td>
</tr>
</tbody>
</table>

- **Year-End Value:** Refer to 9.1.02-9.1.04

- **Expected Activities:** Refer to 9.1.02 to 9.1.04

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1.02</td>
<td>Admissions and Financial Aid Effectiveness (Noel-Levitz scale)</td>
</tr>
</tbody>
</table>

- **Year-End Value:** 5.45 (on a scale of 1-7)

- **College target:** off year

- **Expected Activities:** Maintain high level of satisfaction set in baseline

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1.03</td>
<td>Registration Effectiveness (Noel-Levitz scale)</td>
</tr>
</tbody>
</table>

- **Year-End Value:** 5.43 (on a scale of 1-7)

- **College target:** off year

- **Expected Activities:** Maintain high level of satisfaction set in baseline

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1.04</td>
<td>Service Excellence (Noel-Levitz scale)</td>
</tr>
</tbody>
</table>

- **Year-End Value:** 5.7 (on a scale of 1-7)

- **College target:** off year

- **Expected Activities:** Maintain high level of satisfaction set in baseline

#### 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.2.01</td>
<td>Percentage of FTEs offered on Fridays, evenings or weekends</td>
</tr>
</tbody>
</table>

- **Year-End Value:** 17.4%

- **Expected Activities:** Set baseline

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.2.02</td>
<td>Colleges will present additional evidence of space prioritized for degree programs</td>
</tr>
</tbody>
</table>

- **Expected Activities:** Provide evidence

- Gutman will work with Central Office space planning professionals to locate, plan, and occupy additional leased space &/or establish one or more extension centers.

### 9.3 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>9.3.01</td>
<td>Energy use intensity metric</td>
</tr>
</tbody>
</table>

- **Expected Activities:** Establish baseline

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.3.02</td>
<td>Ratio of recycling to regular waste, total waste per FTE</td>
</tr>
</tbody>
</table>

- **Expected Activities:** Establish baseline

- **Expected Activities:** Provide brief report

> Develop and implement a multi-year sustainability plan

- **Expected Activities:** Provide brief report